THE POSITIVE POSSE'
STEERING THE MONROE COUNTY REWARD AND RECOGNITION VOYAGE
THIRD BUOY – IMPROVE

You have three options for effective problem resolution:

You can change the system
You can distort the system
or
You can distort the data.

J. E. Deming

CARROLL CONSULTING
inc.

MOVING BEYOND HIGH PERFORMANCE

Positive Posse' Team Rules for Success

- Listen with an open mind.

- Respect for each other.

- Appreciation of Diversity

- Trust and confidentiality

- Keep the Focus.

- Commitment, dedication, and mutual accountability

- Keep sense of humor.

- Everyone has a voice.

_____ _____

_____ _____

_____ _____

Action Learning – Developing Capability

Third Buoy Agenda

- Welcome, Working Agreement
- State of the Ship--Convene
- Steering the Course – Vision, Mission and Values
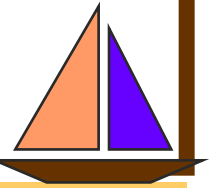- Prioritize Opportunities
- Improve Stage
- Next Steps
- Closing

Positive Posse' Convene

- Status Update
- Assess the Crew
- Communication Successes and Situations
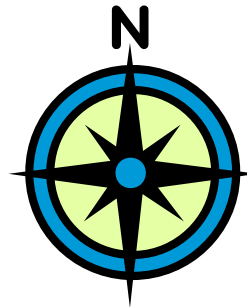- Support of Vision, Mission and Values

Full Sails Provides Propulsion

Working and learning together to maintain the diverse community by preserving the natural resources and habitat that makes us a unique and preferred place to live and visit!

VISION

Proper Sail Trimming Provides Behavioral Direction

VALUES

What will we become in the future?

What do we believe in?

Mission
Why do we exist? What's the purpose?

The mission of Monroe County is to provide outstanding public service responsive to the needs of our citizens, our unique community, and our environment.

Solid Hull provides the Foundation

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Our Values
We believe in the highest of ethical behavior as we sail the Seven "C"s

- **Competence = knowledge**. We encourage a competent workforce through continuing education and training. Knowledge adds value to the services we provide and increases employee and citizen satisfaction.
- **Creative = new ideas.** We are open to new ideas. We believe in taking fresh approaches to overcome challenges while striving to add value to the services we provide to our community.
- **Committed = career as a calling to public service.** We believe that service to government is the highest career calling. A professional attitude imposes a pledge of excellent performance with a commitment to the organization.
- **Concern = fiscal responsibility.** We believe fiscal responsibility demonstrates our respect for the citizens whose taxes support our organization. Fiscal responsibility recognizes that most problems cannot be solved by money alone; however, take seriously our task to safeguard the public trust.
- **Care = positive and supportive work environment.** We provide a positive work environment for our employees by recognizing their needs and allowing a balance with their professional and personal lives. We treat everyone with respect. We are compassionate and responsive to the needs of all citizens.
- **Communication = exchange of ideas.** We believe that two way communication amongst our organization, our employees, and our citizens is essential. We encourage feedback and the sharing of ideas. By working together, we can share information and improve our services through open government.
- **Continuity = fairness, equality and sustainability.** We believe in fairness and equality and place emphasis on truth and honesty in all of our actions. Through the use of strategic planning we ensure the continuity and sustainability of County services and programs.

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Opportunity Statement

Opportunity

In support of the Sterling assessment results and the County Administrator's Direction, the Monroe County recognition and reward system has not been fully utilized over the past several years.

Linkage

1. County Administrator's '05-'06 goal to focus on employee retention

2. The Sterling criteria requires Senior Leaders to take an active role in recognizing and rewarding employees to reinforce high performance and a customer focus.

3. Alignment with Vision, Mission, and Values

Outcome

A systematic process which can be measured and continuously improved to increase the retention.

Increase in amount (or percentage) of employees receiving recognition

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REWRITE OR RESTATE OPPORTUNITY STATEMENT

- *If the data support your opportunity statement, summarize your information and your project*
  - *Inconsistent use of the process in 2003 fourteen 2004 nine, 2005, ten*
  - *Our review of the data show full utilization is not present or in compliance by comparing number of employees to number of nominations from Nov '05 to April '06.*
  - *Inequity by locations and divisions*

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What are the Employee of the Month Opportunities discovered through our analysis?

- Publicity
- Criteria
- Clarity of process
- Research information to share about nominee who wins

- File nominations in personnel/record
- # of awards
- Expand award system—"at-a-boys"
- Locations

- **Employee of the Month**
  - Criteria
  - Publicity (recognition)
  - Clarity of process (forms)
  - Awards—evaluate and define

Length of Service
Comparing the charts, what kind of questions do we see?

1. What are the procedures for getting to payroll? *Forwarded from HR to CA Office with approval to pay request*

2. Whose responsible for steps in process?

   Human Resources, County Administrator and Division Director

3. Is there an administrative instruction? *No, only handbook documentation*

4. Has any one been left out? *Occasionally, due to a data base error*

5. Do certificate presentations differ by department? *Varies from putting in employee's mailbox to department celebration for service awards under 15 years*

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WHAT ANALYSIS ACTIONS CAN WE TAKE?

None, no data are tracked

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What are the Length of Service Opportunities?

1. Make simple written standardized procedures

2. Publicity (work unit, local, etc.)

3. New and different ways to award (ex. Windbreaker, shirt)

4. Chance to celebrate

1. Make simple written standardized procedures
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- What is the process to ensure letter is placed in the file? *All letters received in HR are filed in the employee's personnel file*
- Is the letter verified? What is process? *HR form required for all documents put in the employee personnel file is attached to all letters, approved by DD and forwarded to HR for filing*
- How is employee involved in the process? *Only involved when letter is received*
- Does process differ by division? *Yes*
- How are letters of commendation generated? *Internally and externally*
- Are all letters acknowledged? *Varies by division*
- Are all letters followed-up? *Varies by division*

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What analysis actions can we take?

- None, no data are tracked

What are the Letter of Commendation Opportunities?

- Track letters
- Create process to receive all letters at a single point
- Communicate process on website
- Create culture of encouraging letter of commendation
- Communicate process to all employees

- Every letter has equal weight related to recognition
- Emphasis on importance of letter and employee awareness of receipt

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Letter of Commendation Opportunities Prioritized Through Consensus

1. Create written process
2. Create a culture to emphasize awareness and importance of letters of commendations.
3. Communicate process to employees and public

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Priorities for Improvement

- **Employee of the Month**
  - Criteria
  - Publicity (recognition)
  - Clarity of process (forms)
  - Awards—evaluate and define

- **Length of Service**
  - Make simple written standardized procedures
  - Publicity (work unit, local, etc.)
  - New and different ways to award (ex. Windbreaker, shirt)
  - Chance to celebrate

- **Letter of Commendations**
  - Create written process
  - Create a culture to emphasize awareness and importance of letters of commendations.
  - Communicate process to employees and public

What EOM best practices did you discover?

- Criteria
  - *Direct or indirect impact on the organization*
  - *Impact customers and community we serve*
  - *Noteworthy performance*
  - *Special project completion*
  - *Volunteerism*
  - *Exemplary customer service*
  - *Suggestions or improvements*
  - *Completion of additional tasks*
  - *Exceeding established performance*
- Publicity
  - *Quarterly recognition (Sheriff's Department)*
  - *Website—Miami Dade Health Department*
- Clarity of Process
  - *Sunset on award time*
  - *Very specific*
- Awards
  - *Award fits the persons*

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WHAT LENGTH OF SERVICE BEST PRACTICES DID YOU DISCOVER?

- Make simple written standardized procedures
- Publicity (work unit, local, etc.)
- New and different ways to award (ex. windbreaker, shirt)
  - *Different awards for amount of time—Sheriff's Dept.*
- Chance to celebrate

What Letter of Commendation best practices did you discover?

- Create written process
- Create a culture to emphasize awareness and importance of letters of commendations.
- Communicate process to employees and public
- *Personal letter to recipient (leadership recognition)—Sheriff's office*
- *Read letter at quarterly employee meeting—First State Bank*

- The purpose of the Improve Step
  - To generate ideas to address the vital few causes we determined in the Analysis Step
  - Create the solutions
  - Design and develop the implementation plan
  - Document the improvements

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- Understood the current process flow (Validation Step)
- Prioritized the opportunities for improvement (Analyze Step)
- Improvement Rules:
  1. Focus on the VITAL FEW
  2. Focus on the CAUSE - not just the limiting factors
  3. Focus on improving the measures of failure
     A. Re-work
     B. Defective outcomes
     C. Wasted materials
     D. Wasted time

- As you begin, go over your team rules and remember!
  - All ideas are on the table
  - No ideas or decisions can be binding at this point
  - The goal is to see the potential solution as compared to the current state.

Imagine your opportunity in the ideal………………..

WHAT DOES IT LOOK LIKE?

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How to *Systems Think* a solution:

1. Using Post-It- Notes, and markers, construct a new flowchart of the ideal process

2. Use markers to show the flow of the information for every step
   a. Who needs to know about your process?
   b. Have you sought all their input and knowledge?
   c. How will you communicate the process and the information it reveals? (formal and informal)
   d. Review your process for bottlenecks and failures. Imagine a crisis or emergency occurs in the process, will your design handle that emergency? Will it stop the process, break it, or will it recover easily?

3. Review your process for simplicity
   a. Can people understand what you have designed?

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HOW TO *SYSTEMS THINK* A SOLUTION:

4. Review your fit.
   a. How does your process link to the rest of the overall system?
   b. Will it create other bottlenecks?
   c. Is the approval process smooth?
   d. Does it achieve the goal?

5. Review the process to identify the implementers
   a. What roles need to be involved?
   b. Who would do this work?

6. Review the process for resource needs
   a. Will the solution require new equipment?
   b. Will the solution require new supplies?
   c. Will the solution require time?

7. Identify the how's and the what's by placing Post-It-Notes next to the steps in the process that are impacted.

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[Employee wants to nominate someone] → [Employee Completes Form] → [Form sent to Div Dir of nominated employee] → [HR sends reminder to DD to nominate and location] → [Division Director selects nominee or nominates] → <Emails to HR for DD electronic vote> --No--> (End)
                                                                                                                                                                                            |
                                                                                                                                                                                           Yes
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- Lack of awareness program exists
- No access to form / No knowledge of time frame / No nomination criteria
- Selection and nomination are subjective / No criteria
- Not all DD's send nominations or respond to HR request

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[At first monthly DD meeting, EOM results presented. If no nominee, DD's nominate, vote and select EOM] → [HR makes plaques and emails all users name of EOM recipient] → [Division/ Department of EOM create agenda item for award presentation] → [County Administrator's Office adds item to the BOCC agenda] → <Award received?>

<Award received?> --No--> [Delay due to Location] --Yes--> (back to Award received?)
<Award received?> --Yes--> [Employees need choice to accept at BOCC meeting / No recognition of nominees who do not win.]
<Award received?> → (Presented to employee at BOCC Meeting)
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- No criteria and systematic process for DD's to vote on EOM Nominations not aligned with location
- Some employees do not have access to emails
- Employees need choice to accept at BOCC meeting No recognition of nominees who do not win.

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- Purpose:

1. To map out the plan for new processes

2. Helps to identify what major steps are needed and what kinds of issues may arise in the implementation.

3. Helps identify the right team of people to work on the implementation.

4. Brings a disciplined logic to the plan.

Steps

1. Create a tree diagram from left to right
2. In the first box, put the overall implementation goal.
3. Think through the basic flow of activities to be accomplished (these are broad)
4. Put these basic core steps in the second column.
5. Add names of those staff members best suited to implement each of the basic steps.
6. Add the means to each basic flow by asking the questions
   a. What needs to happen?
   b. What needs to be resolved?
   c. What needs to be achieved?
7. Review the tree you created and make sure that there is a direct cause and effect between each level. (does the level of detail accomplish the goal?)
8. Repeat for each level of detail until the team believes they have accomplished the implementation.
9. Double check the logic
   a. Ask will these actions REALLY lead to these results, at each level of detail.
   b. Then ask, if we want to accomplish these results, are all the steps necessary.

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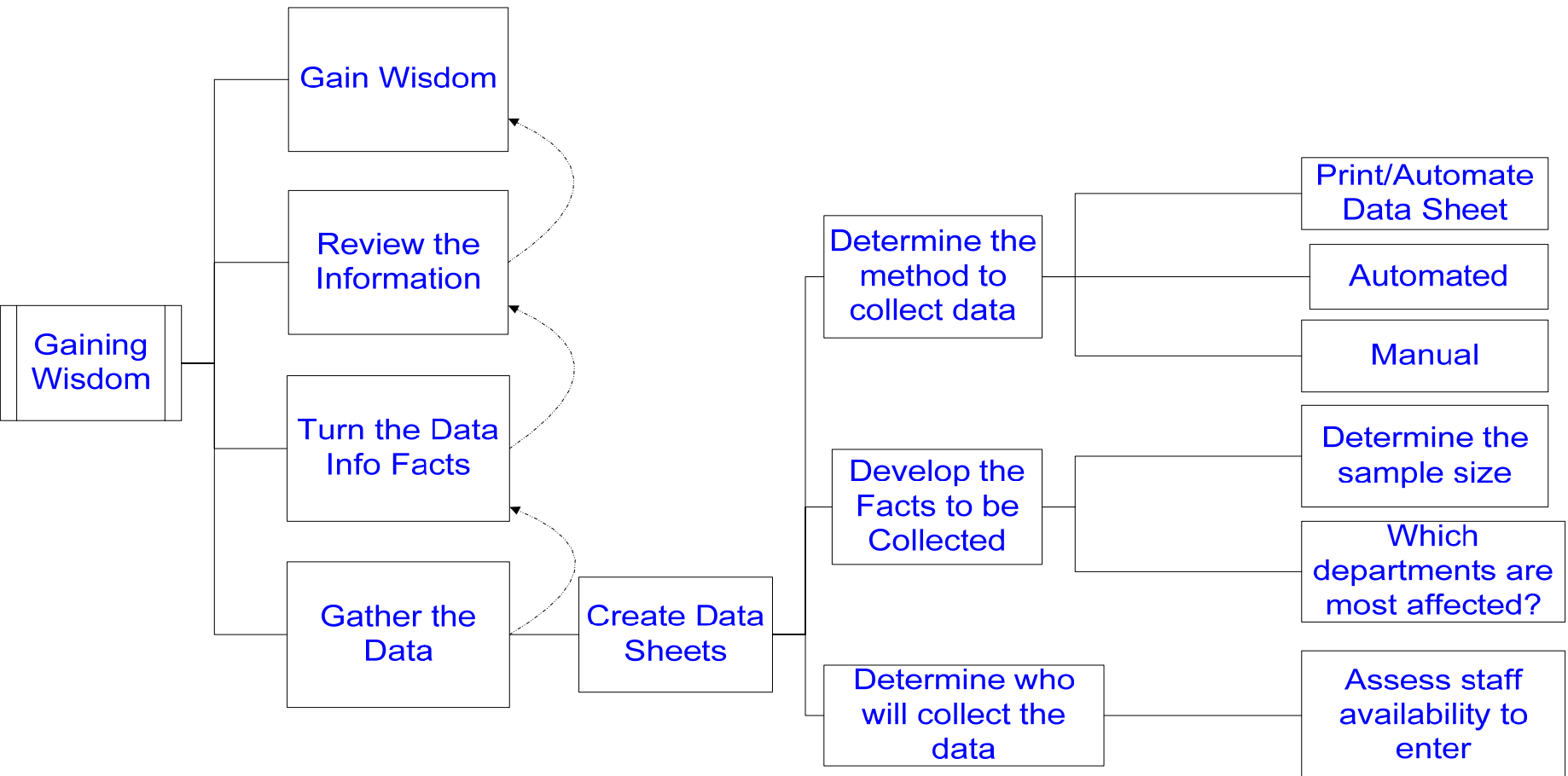
EOM Nomination Criteria

- Noteworthy performance above and beyond job expectations.
- Positive impact on organization and/or community.
- Positive impact on co-workers or customers.
- Continually demonstrates positive attitude, cooperation, and/or flexibility.
- Exemplary service recognized by co-workers or customers.
- Suggestions or improvements resulting in improved customer service, reduced costs, or increased efficiency.
- Demonstrates a positive impact on safety and health of fellow employees and/or the public.
- Continually demonstrates the Values of Monroe County.

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Next Steps

- Finalize improvements, criteria and measures
- Finalize the EOM form (include guidelines and criteria
- Create draft for administrative instruction
- Discuss presentation for BOCC

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Homework

- Priscilla—update EOM for administrative instruction—July 24   (Linda/Lin email flowchart to Priscilla by July 17)
- Norma—develop EOM form including guidelines and criteria—July 24
- All respond to entire team—recommendations and/or changes—July 26 (copy entire team and send as attachments)
- Length of Service—Flowchart and tree diagram Pat and Priscilla—July 28
- Letter of Commendations—Flowchart and tree diagram Ranny, Ann, and Norma—July 28

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Next Meeting — August 9, 2006 in Marathon

- Can someone confirm the meeting room? Pat
- Deadline date—July 17, July 24, July 26, July 28
- Who will send deadline reminders and when? Ann
- Let's Prepare our Agenda
  - Rules
  - Convene
  - VMV
  - Finalize Improve Stage
  - Create Recommendations
  - Discuss Presentation

- Confirm our Agenda
  - Thumbs Up

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- Meeting Message: The purpose of this is to clarify what you feel about the meeting
  - Rewards and recognition based upon our organization's VMV.
  - Important to keep in mind our VMV.
  - Take what we are learning and putting it into action (theory to practice)

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CONTINUOUS IMPROVEMENT

- WWW
  - ○ Food-great job Ann
  - ○ Progressing and seeing attainment of our goal
  - ○ Everyone contributed
  - ○ Glad Teresa was able to attend our meeting—leadership connection

- OFI
  - ○ We need an entire team
  - ○ Do not want interruptions
  - ○ Time
  - ○ Lost focus at times

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